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Executive Registry

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7 SEP 1979

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM : Harry E. Fitzwater  
Director of Personnel

SUBJECT : Follow-up Report on FY 1979 Annual Personnel  
Plan Counseling Cases

REFERENCE : Memo for Heads of Career Services fr DDCI, dtd  
19 Jun 79, subj: FY 79 APP, Phase II

1. Action Requested: This memorandum transmits the follow-up reports submitted by the Career Services on the status of employees ranked in the low percentile due to poor performance and for whom no action was taken according to the FY 1979 Annual Personnel Plan, Phase II. The Office of Personnel analysis of the reports resulted in the recommendations in paragraph 6.

2. Background: The FY 1979 Annual Personnel Plan, Phase II submitted by the Career Services reported [ ] employees ranked in the lowest percentile due to poor performance. Of the [ ] were counseled and in [ ] cases some remedial action was taken (e.g., reassignment, training, termination). When you reviewed the consolidated Agency APP, you directed the Office of Personnel to follow-up on the [ ] cases in which no action was taken. The attached reports reflect the current status of each employee in that group. There is no report from the E Service; they had no one ranked in the low percentile due to performance.

3. The following statistics summarize the Career Service reports. Because of the limited amount of information furnished on each case, in many instances it proved difficult to place individuals in appropriate categories. A judgment call was therefore made. Since many employees fall in more than one category the total below exceeds [ ]

Performance has improved

Employee has been reassigned  
Within Career Service  
Between Career Services

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Information is insufficient

Performance needs to be closely monitored

Performance has stayed the same

Poor performance appears to be related to a medical problem

Employee's low ranking appears to be statistical not performance based

Employee has left the Agency

4. We do not believe a detailed analysis by the Office of Personnel of each Directorate submission is required, particularly since the individual numbers are too small to give a meaningful picture. While we cannot judge whether this exercise focused attention on the cases, it is clear that in most action has been taken since the original APP submission. We are unable to judge from DDO's report whether the problem is being corrected since the bulk of their cases fell into the "insufficient information" and "performance has stayed the same" categories.

5. Based on our review of all the reports, and informal checks on several of the cases, it should be borne in mind that these employees may not necessarily be "worst cases" -- they are rather, those in which no action was taken. We believe we should also be monitoring the 107 in which remedial action has been taken. It seems apparent that unless senior management gives close and continuing attention to these problems some of the same ones are likely to appear repeatedly on future reports.

6. Recommendation: Based on our analysis of the follow-up reports, the following actions are recommended:

a. That this exercise be reviewed with the Executive Committee, making it clear that Career Service Heads, unless contraindicated by unusual circumstances, have the responsibility for ensuring that action is taken in all cases of poor performance.

b. That Career Service Heads be encouraged to make wider use of downgrading. We believe in some cases a problem employee could become an effective performer and hence salvaged, if reduced in grade, rather than terminated.

c. That Career Service Heads be directed in those cases where all reasonable attempts at "salvage" have been unsuccessful, to consider involuntary retirement or termination.

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d. That Career Service Heads be reminded that procedures exist which they should be utilizing in the handling of these cases and that the resources of the Office of Personnel are available to provide guidance and assistance.

With your approval, we will add an agenda item concerning these counseling cases to a future Executive Committee meeting and establish follow-up monitoring by the Office of Personnel to ensure that appropriate action is taken.



Harry E. Fitzwater

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Attachments

APPROVED : \_\_\_\_\_  
Deputy Director of Central Intelligence Date

DISAPPROVED: \_\_\_\_\_  
Deputy Director of Central Intelligence Date

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